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AMERICAN MANAGEMENT REVIEW

October, 1923

Co-ordinating the Specialists: A Major Executive Function

By W. W. Kincaid

*President, The Spirella Company, Inc.
President, American Management Association*

One of the most acute problems before the President of every company is the coordination of the different functions of business, particularly production and sales. It is not unusual to learn of the internal differences of opinion which tend to make a business a jail for the President even in his latter years.

Often this is a question of dominant personalities. Men, to rise to important executive positions, such as Vice-President in charge of production, or Vice-President in charge of Sales, must have those qualities of initiative and forcefulness which together with their knowledge constitute their greatest value to the business.

As a consequence such a department executive is likely to see the full force of his own point of view, and there is always a danger that he may have a blind spot when it comes to getting the point of view of other equally responsible executives in the organization.

Machinery for co-ordinating functional executives

One solution of this problem is for the President to devote himself constantly to the coordination of the activities of the various departments of business and of their respective executives. There is no escape from a certain amount of this sort of presidential responsibility. It might, for instance, be carried to the extreme where the president confers alone first with the production executive gaining his point of view and his views and conclusions, then separately with the Sales Executive, or the Financial Executive of the Company, ultimately coming to his own conclusion in rendering a decision on which all of the department executives must act. Such a policy is not in-

frequent. It has, however, the definite disadvantage that as the business grows it lays a constantly growing burden on the chief executive of the company, tying him to the business month by month, week by week, and day by day.

There is another policy which beside providing relief for the chief executive also develops a broader and more accurate point of view on the part of all department executives. It consists primarily of bringing the executives together into conference either as members of the Board of Directors which day by day administers the business, or as members of an executive committee, or through various modifications of the committee system.

To be sure there are many Boards of Directors which simply represent the owners of the business as owners, and the personnel of which, with the possible exception of President, or some other officer such as General Manager, does not take an active part in administration.

There are, on the other hand, cases where every member of the Board of Directors is an active executive of the company. I have in mind, for instance, two cases where the Board of Directors consisting of active executives of the business meets daily.

Probably the more usual practice is for a committee of executives, who may or may not be directors of the company, to meet as frequently as may be necessary to settle interdepartmental problems and problems that have significance for more than one department.

To be sure much depends upon the nature of the business, and a method which might apply best to one company would not entirely suit another.

In our own international business, which is operated through independent companies organized under the laws of the country in which each business is being conducted, we not only are able to conduct the business with due coordination and a uniform policy in each company, but through an interlocking committee of executives and management we are able to coordinate the work of each company with the policy and spirit of the business as a whole.

After several years of experience in operating the business upon this basis, our executives and management are completely sold as to the merits of the system and would at present undertake no other basis of operation.

Significance to management associations

This problem of the coordination of various executives within a company has a bearing on the Association activities of business executives in the United States. It has been my observation that the emphasis of particular points of view such as the point of view of the Industrial Engineer, the Cost Accountant, the Industrial Relations Supervisor or Personnel Director, the Sales Manager, the Production Manager, the Office Manager, the Treasurer, the Purchasing Agent, the Planning Manager, or the Staff Engineers, while

excellent in itself, has nevertheless a tendency to specialize the work of such executives so highly that they are too little likely to get an all round point of view.

No one would for a moment doubt the importance of the work done by the group of Industrial Engineers who have made such a large contribution to the development of management during the last ten or twenty years. An Association of Office Managers has a similar value in developing the technique of office management. The former National Association of Corporation Training made a tremendous contribution in solving the problem of educating industrial and commercial employees for and on the job. The Industrial Relations Association of America and its predecessor the National Association of Employment Managers made a similar contribution in developing the technique of employment managers and industrial relations men throughout the country.

The American Management Association has been approaching the whole problem of management in terms of the human factor in commerce and industry, which we regard as a very important point of view.

However, I believe I am right in saying that the officers and directors and other leaders in the American Management Association do not believe that an interpretation of management in terms of personnel alone is a complete analysis of the problem, and that we do believe that there is need for all persons interested in management coming together on some common ground, and that we should be ready to participate in any step which will bring the various types of executives together in a mutual understanding of the whole management problem through an interflow of views which will broaden the understanding of each special group.

Personally, I believe very strongly that an association which can serve to develop such a broad point of view on the part of executives generally will perform a very useful function not only to the executives themselves; but also to the companies, and especially to the major executives connected with them by making it possible for the major executives to solve more easily the problem of coordinating the work of the departmental executives within the companies which they serve.

An association which is organized so as to provide for the consideration of the special interests of various classes of departmental executives, but which also unites them in a common understanding of the whole management problem will perform a rare service to the chief executive of American business.

I hope the American Management Association will take its full share of responsibility in helping to meet this need.

Industrial Relations

Associated Oil Company of California

The petroleum industry of California is now carried on by several hundred separate corporate firms and individuals. Only four or five of the operators are sufficiently large or well organized to support an Industrial Relations Department. Because of the activities of the State Housing and Immigration Commission and the Industrial Accident Commission, nearly all of the companies have made more or less successful attempts at housing, sanitation, safety and first aid. Occasional individual plans have been developed covering such matters as pensions, profit sharing, co-operative buying, hospitals, industrial training or stock selling to employees.

Unusual difficulties are encountered in this industry because of the fact that the State is approximately 750 miles long, and except in the case of a few large refineries, the divisions of most companies are small and separated from each other by great distances. The Associated Oil Company has over a hundred separate divisions, scattered over eight States, Alaska, and the Orient, not one of these divisions employing more than 1,000 persons and many of them having only four or five people on the payroll. To meet these unusual conditions, an Industrial Relations Department has been established, along lines which conform in many respects to the principles outlined by Mr. E. K. Hall, Vice-President, American Telephone & Telegraph Company, in his admirable address before the National Personnel Association last November.

On one hand, we have recognized that there are certain fundamental duties which can be performed by a central functionalized department or its branch offices. These functions include such matters as maintaining records upon which statistical summaries can be compiled, suggesting broad general labor policies, making wage studies or cost of living investigations, editing educational material, preparing motion picture

films, and the inspection of housing, safety and sanitary facilities.

Contrasted with these functions, there is the much larger field of daily contact with employees in numerous ways and under varying conditions, which demands intelligent attention from local executives who are a part of the regular line organization. Here the personnel department can only function as a staff or service department, giving assistance by educational and advisory methods.

Our Industrial Relations Department is headed by a manager with an office in San Francisco. Connected with this office is a Superintendent in charge of employment for the sales and general offices, and also a director of training. This office is responsible for compiling general statistics. It directs educational work, publishes the employees' journal, and engages in other similar activities.

Eight other offices are located in various parts of California at points where a sufficient number of employees are located to justify the full time or part time of an employment foreman. Each of these employment foremen is held responsible for interviewing applicants, inspecting housing, safety and sanitation, and promoting the other local interests of the Industrial Relations Department. Many of them hold some other position in addition to that of employment foreman. One, for example, is resident engineer and another assists in general office work. Several divisions are large enough to occupy not only the full time of an employment foreman, but also require a clerical assistant.

Monthly reports are made by the Industrial Relations Department to all executives, covering such matters as labor turnover, overtime, absence and tardiness, safety, and housing. These statistical reports are prefaced by general comments calling attention to matters of current interest, encouraging improved personnel practices throughout the organization. Among employees so widely scattered, it has been necessary

to devise various means for maintaining esprit de corp. A house organ known as "The Record" has been used extensively for this purpose. It contains timely news regarding company activities, and also carries brief educational articles covering all phases of the petroleum industry, thus helping to educate employees in a more general knowledge of the business.

Mass meetings have also been frequently resorted to not only for safety campaigns but for disseminating general information regarding the Company and the enterprises in which it is engaged. Motion picture films have been used to good advantage for these purposes. Early in 1923, a motion picture film was produced in which all of the oil companies of California co-operated, for the purpose of sketching the best practices in safety. This film has now been distributed throughout the United States by the Bureau of Mines.

The Manager of Industrial Relations visits all branches of the Company to see that the general labor policies, as outlined by the management, are carried out and to keep in touch with the activities of executives as they affect personnel. Occasional mass meetings of employees and their families are called for the discussion of matters of general interest.

In the producing fields, each superintendent calls his foremen together daily to lay plans for the following day. Special meetings of field foremen are held occasionally to consider safety, employment, or other similar subjects.

Sales agents are required to attend monthly meetings for the discussion of current problems. Personnel questions are given a place on the program at each meeting.

Our training methods may be roughly defined under the following heads:

1. General educational publicity through the house organ.
2. Helping beginners to undertake their work under proper conditions with

some introduction to the Company's general organization and policies.

3. Special courses for office employees.

4. General meetings, particularly of sales employees, for the purpose of discussing specific subjects of general interest, as well as for the purpose of becoming acquainted with the work of other Departments.

5. Accident prevention, through co-operation and Safety First.

6. Vocational training for our oil field workers, through co-operation with State aided vocational high school courses.

7. Training for foremen through meetings and directed reading.

8. Library service.

9. Motion picture films.

10. A training school and instruction manuals for service station attendants.

Our aim has been to discover an educational need, and then to find some practical way to meet it. The instructor in charge of our training courses for office employees and junior clerks, has found the method of individual instruction, coupled with occasional class meetings, very effective. Each student progresses with the course as rapidly as his ability warrants. Work is turned in and corrected at regular intervals. Consultation with the instructor is offered and insisted upon if the student is not making satisfactory progress.

Applicants for positions in all departments of the Company, including the producing fields, receive a medical examination. After the new employee has been on the payroll fourteen days, he is entitled to all benefits of the hospital plan. According to this plan, each employee contributes \$1.00 per month, in return for which he is entitled to certain benefits. These consists of hospital care under surgeons of the medical department, medical and surgical treatment by physicians and surgeons named by the department, free medicines upon a doctor's prescription and free surgical dressings, artificial limbs and appliances.

R. W. KELLY

Safety Department

The American Rolling Mill Company

The Safety Department is organized for the purpose of preventing accidents to Armco men. It is responsible for accident prevention at the Middletown plant and acts in an advisory capacity on safety matters in the other works of the company.

Under the company plan of organization the foreman is held responsible for the prevention of accidents within his department. As a result, the Safety Department is in the position of a service department to the foreman. It collects and distributes all available information on the subject in general and is prepared to advise with the foreman on the hazards of his department in particular.

In addition to accident prevention, the Safety Department assists the Medical Department on health conditions of the plants. It recommends sanitary installations such as toilets, wash and locker rooms, shower baths, and drinking fountains. In a word, the Safety Department uses its influence to encourage healthful, agreeable working conditions throughout the several works of the company.

"Industrial Relations"

Eastman Kodak Company

The Eastman Kodak Company has recently printed a very attractive booklet "Industrial Relations," describing the personnel activities of the company. Extensive use has been made of photographs illustrating these various activities.

Topics which are discussed in the booklet are employment, educational work, medical service, sick benefit plan, Kodak Magazine, bulletins, suggestion system, vacations, recreation, cafeterias, legal advice, accident prevention, housing service, employees' association, profit sharing, stock distribution, retirement of employees, savings bank plan, savings and loan association and housing.

Bonus for Employees

Alexander Smith & Sons Carpet Company

The president of this company recently announced that its 6,000 employees are to share in the distribution of a bonus of \$400,000 under the company's plan of rewarding efficient and faithful service. The plan of semi-annual distributions was inaugurated in 1911 since which about \$4,000,000 has been paid out.

The basis of payment is on length of service. Employees in the service of the company one year receive 5 per cent, those in the service two years receive 6 per cent and so on so that those in the employ of the company eleven years and over receive 15 per cent.

The company maintains an honor roll of employees who have been with the company twenty years. At present there are 85 names on the list. These employees have been retired at an allowance each month equal to a week's wages, the minimum amount being \$20 per month.

Wages Paid—Based Upon Employees' Rating

Sperry Gyroscope Company

The workmanship on the product of the Sperry Gyroscope Company is probably never excelled by any other company manufacturing navigational or other equipment of precision and is seldom equaled by any concern. In its work, the company has found it preferable to pay wages on the day rate plan rather than to use piece work, premium or bonus methods, but in so doing, it has desired to recognize individual merit and provide a financial incentive to the workman to advance in his knowledge and skill as well as in the application of that ability in his daily work. With this in mind, the various occupational requirements have been quite fully analyzed and a rating plan co-ordinated with wage payments has been developed, along the lines described briefly in the following outline. This plan has been in

successful use for some four years, operating to the satisfaction of the men and the management.

The rating scale is not based upon theoretical standards but is a practical man to man check against actual achievements of known persons. In other words, the Human Measuring Rod is applied, in a way which was suggested by Army practice.

The considerations used in determining a person's worth to the Company in a given occupation have been grouped into the following items:

1. Experience, training and education.
2. Knowledge of the occupation.
3. Use of knowledge and general value.
4. Physical qualifications.

The first group has to do with those things that give the individual the opportunity to acquire the knowledge necessary for the occupation which he follows.

The items entering into the consideration of Knowledge, vary with the occupation being considered. For example, for an Engine Lathe Operator, they include a knowledge of the operations that may be performed on a lathe, methods for securing a desired result, means for checking the dimensions of the work, familiarity with the physical properties of the materials worked with,

as well as the hand tools used and the care and operation of the machine tool itself.

The consideration of Use of Knowledge and an employee's General Value to the Company, is important when judging a person's value in an occupation. Consideration is given to the quality and quantity of work done consistent with the knowledge possessed. The personal characteristics as affecting dependability, loyalty, regularity of attendance to duties are kept in mind.

The Physical Characteristics include such factors as the age, sex or physical fitness of the individual for meeting the requirements of the work.

When rating employees within a given occupation, actual men are selected as high and low standards, to which the others may be compared, from the standpoint of Experience, Knowledge, Use of Knowledge and Physical Characteristics, taking each group separately. The high man in a given group is not the *exceptional man* but one whom has been regarded as having average high grade qualifications. The man selected as the high standard is rated A, and the low standard is rated D; the others then are rated A, B, C, or D, depending upon their comparative value, with these two standards. This is evaluated into a score on the following basis:

Score Allowed for Each Group of Items Considered

Rating of Worker	Score Allowed for Each Group of Items Considered			
	Experience	Knowledge	Use of Knowledge	Physical Characteristics
A	15	50	25	10
B	12.5	41.7	18.7	7.5
C	10.0	33.3	12.5	5.0
D	7.5	25	6.2	2.5

Each occupation has a range of at least six rates of pay, differing in steps of 3 and 4 cents per hour and based upon the individual score as follows:

A Person scoring between 95 and 100 would receive the highest rate.

" " " " 90 — 95 " " " " next lower rate.

" " " " 85 — 90 " " " " " " "

" " " " 75 — 85 " " " " " " "

" " " " 65 — 75 " " " " " " "

" " " " 50 — 65 " " " " " " "

M. R. LOTT.

1925 International Congress

Industrial Welfare and Personnel Work

The Interim Committee of the first International Conference on Industrial Welfare or Personnel Work met at Mont-Pelerin in Switzerland July 9-17, 1923. Among the countries represented were Great Britain, Holland, Sweden, and Switzerland; as well as Mr. Haan from the International Labor Office. Reports were sent from members of the various countries, who could not be present. Mr. P. M. Cochiuș, of Holland, acted as chairman.

The chief work of the Committee was planning for the next International Congress. Owing to the amount of preparatory work necessary for such a Congress, the difficulties in approaching new countries, and the preparation of comprehensive and explanatory material, it was decided that the Congress should be postponed until 1925, with the place of meeting to be agreed upon at the next meeting of the Interim Committee in 1924. A Committee was appointed to prepare an explanatory pamphlet on the meaning of personnel work and the purpose of the Congress. It was suggested that the International Labor Office should be approached with a view to assisting with the printing of such a pamphlet.

The Committee recommended that the chief aim for the Congress of 1925 should be the formation of an International Association on Industrial Welfare or Personnel Work, for the exchange of experiences between countries and for propaganda of the right understanding of the principles of personnel work. A Committee to draft the constitution was appointed, consisting of representatives of each country which has a professional organization of workers engaged in this field; viz. England, France, Belgium, and Switzerland, with the representative of the United States acting as chairman of the Committee. It is a matter of regret that no representative from the United States could be present at this meeting of the Interim

Committee; and it is very much hoped that a representative can be present at the next meeting of the Committee in 1924, as well as at the Congress in 1925.

With regard to the financing of the Congress, it was suggested that a guarantee fund should be raised by persons interested, to provide against all possible loss. This matter will be discussed further at the 1924 meeting.

Each country approached will be asked to submit to the Interim Committee a list of organizations and individuals who should be invited to the Congress in 1925. The Committee felt that the First Congress should be confined as far as possible to industrial welfare and personnel workers, and those closely connected with the movement.

The present secretariat, Miss M. L. Fledderus, Leerdam Glassworks, Leerdam, Holland; and Miss E. Brenda Voysey, of England, have agreed to continue to act until the International Congress.

The members of the Committee present, as well as the reports from the countries not represented, indicated how useful and influential the First International Conference, held in France in 1922, had been in promoting a better understanding of personnel work; and the full report has done much to arouse public opinion in countries where the work has been unknown or is still in its infancy.

LOUISE C. ODENCRANTZ

Hoopingarner Self-Measurement Tests

The Hoopingarner method of self-measurement is a simple, practical system which reveals facts concerning each of the twelve essential traits which a person possesses to a greater or less degree. These twelve traits are impressiveness, initiative, thoroughness, observation, concentration, constructive imagination, decision, adaptability, leadership, organizing ability, expression, and knowledge.

The following equipment is used in giving oneself this test and checking the findings for future guidance—folio of tests

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with directions for taking the tests, key to the Hoopingarner tests with directions for scoring the results, and interest and aptitude analysis summary for the purpose of enabling one to interpret test results and to attain greatest measure of business success.

There are four steps to be taken in this method—taking the tests alone in the privacy of the home or office, scoring the answers points using the key as a guide, the filling in of the interest and aptitude analysis blank which will form the basis of a report on the vocational tendencies, and report from the central bureau analyzing the aptitudes.

The time required to take these tests is about two hours.

Mr. N. L. Hoopingarner, originator of these tests, has arranged with the Bureau of Business Guidance of the LaSalle Extension University to take over the service features of these tests.

Honor Legion

Pennsylvania Railroad Company

Conspicuous acts of bravery on the part of officers or employees of the Pennsylvania Railroad Company will be rewarded in the future by the grant of medals for heroic service. These are some acts since February 1, 1922, which have warranted such a reward:

1. Saving or attempting to save the life of a fellow being.
2. Disregard of one's own safety for the benefit of others.
3. The risking or losing of life in attempting to save the patron or property of the company under circumstances of great danger.
4. Preventing or attempting to prevent accident to persons or trains under unusual circumstances.

The donation and honor is made by the comrades and fellow workers of the recipient.

Safe Deposit Service

General Electric Company

At the request of a number of its employees, the General Electric Company has arranged for the safekeeping of employees' securities and employees desiring to avail themselves of this privilege deliver the securities to the cashier, either in person or by registered mail, who, as representative of the treasurer, issue therefor a Safe-Keeping Receipt. Securities, thus deposited, may be withdrawn at any time on return of receipt properly endorsed.

As the company recognizes that securities of employees should be adequately safe-guarded against fire, theft and loss and kept where they will be readily obtainable, it is glad to undertake this responsibility without charge.

Employee Stock Ownership

The Electric Storage Battery Company

This company has arranged a plan by which employees may purchase shares of its common stock. Any employee who, on May 1st, 1923, has been continuously in the service of the company two years or more may purchase one share of common stock at \$53 per share for each \$500 of his or her annual compensation but not exceeding 20 shares to any one employee.

Payments for the stock must be made by installments at the rate of \$1 per share per month which shall be deducted from the employee's compensation until stock is paid for. When stock is fully paid for under this plan, it is transferred to the purchaser who holds the stock without any restrictions and with all the rights of any other common stockholder.

In case an employee leaves the service of the company before his stock is fully paid for, the net amount paid by him on the stock is paid to him with interest at the rate of 5 per cent per annum. This also applies to employees not leaving the service of the company but desiring to cancel their stock application.

Speeding Up the Suggestion Plan

A. C. Lawrence Leather Company

After a thorough trial of the plan for making cash awards for adopted suggestions, this company has decided that the most efficient practice in deciding the merits of each suggestion is to have suggestions submitted directly to the superintendent's office for investigation and recommendation.

Boxes containing blanks and envelopes for use in making suggestions are located in convenient spots about the three plants. Periodically, all suggestions are collected, the names removed and numbers assigned. They are then sent to the superintendent for attention. If the suggestion is found to be impractical, the suggestor is so notified. If there is merit in the suggestion and it is adopted, a cash award commensurate with the worth of the idea is made immediately.

Selection of Salesmen

Dennison Manufacturing Company

This company issues an interesting booklet to district managers for use in selection of salesmen. It discusses four phases in this selection:—qualifications, sources of supply, methods of selection and program for interviewing applicants.

The company has set definite qualifications which its salesmen must have. Qualities which are considered are age, health, education, experience, personal appearance, character, personality, cheerfulness, industry, resourcefulness, tact, co-operativeness and attention to detail.

The booklet recommends several good sources of supply for securing prospects for positions in the selling organization. Sources recommended to district managers are company stores, factory or office employees, retail stores, educational institutions and advertising.

Among the topics discussed as a part of the methods of selection are the application blank, references, interviewers,

number of interviews, place of interview, purpose of interview, physical examination, tests for personality, ratings and employment.

The program for interviewing applicants provides for three interviews and explains just what the purpose of each interview should be.

Appended to the booklet are interesting discussions of the selling position, meeting objections, tests, history of the company and instructions for giving the mental examination.

Sales managers having many district offices should find this booklet of value in standardizing the selection of salesmen throughout the entire sales organization.

Anti-waste Campaign

Pullman Company

This company has successfully started an anti-waste campaign which has shown results. This saving has largely been in materials, but has also been reflected in the saving of human effort and time.

Educational Plan

National City Bank

The City Bank Club of the National City Bank of New York pays one-half of the tuition, exclusive of books and other incidentals, for any approved course in educational institutions in New York City for applicants meeting certain requirements. Applications for refund must be made prior to enrolment. To obtain the refund after courses have been approved and completed successfully, a certificate signed by the educational institute is required.

Twenty members of this club are selected by competitive examination to obtain scholarships, one-half in the New York Preparatory School and one-half in New York University, leading to the degree of Bachelor of Commercial Science from that university. Examinations are held September 1, each year. Scholarship students obtain the refund for the entire tuition of the courses upon obtaining the diploma or degree.

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THE MANAGEMENT INDEX

Reviews and Abstracts

The Decay of Capitalist Civilization. By Sidney and Beatrice Webb. Harcourt, Brace & Co., New York, 1923. 242 Pages.

This book for the most part traverses familiar ground. It is largely made up of conventional socialistic arguments against the present capitalistic system. And it must be confessed that there are many real abuses of the present system to recount.

In the preface the authors forestall "the obvious criticism that this little book is not constructive," by stating that they have published their "plans" alternative to the present system elsewhere. As many who believe in the present order acknowledge its many defects but believe in it because there is no radical alternative that is effective for general productive needs, this would seem to beg the whole question. In other words, the book consists largely of arguments to which an honest apologist for the capitalistic system might well say "admitted; what then?"

On the other hand, exception might well be taken to illustrations of abuses which are largely based on the unique social and political history of Great Britain, and to Britain's particular reaction to post war conditions. The reader may question whether it is logical to project these conditions to the entire capitalistic world. Capitalism has enough real abuses to answer for without having these illegitimate children of other parentage foisted upon it. For example, there is inequality in the United States, but there is no submerged tenth and no "widespread penury," nor have we quite the type of middle-class snobbishness that is current in England.

The most interesting portion of the book is its description of the rise of the present system and the author's acknowledgement, nay insistence, that it was a great improvement over the stagnant static system that existed in the latter part of the Eighteenth Century.

The following quotations are significant:

....."We may say at once that, in our opinion, this dictatorship of the capitalist did, on the balance, in spite of the atrocious debit account.....more good than evil....."

....."Profit-making was, in fact, at the opening of the Nineteenth Century, the world's substitute for qualities which did not at the time exist, for self-discipline, for professional technique, for scientific knowledge, for public service, for the spirit of free association, for common honesty itself."

The authors then repeat the familiar but well founded charge of the great "abuse and deterioration of the national human stock" that occurred in England simultaneously with and incidentally to this otherwise admittedly salutary innovation. They call attention to the passage of the factory acts and other measures for alleviating these abuses but in a most ingenious, though wholly illogical, manner use the past existence of these abuses to bolster up their arguments that "in the Twentieth Century.....the drawbacks (of the capitalistic system) outweigh its advantages." The retailing of these early abuses and their use in this particular manner indicates that the purpose of the authors is to appeal more to the emotions than to the brains.

They nowhere come to grips with the contention of such economists as Professor Seligman that capitalism is progressive and is prone to cure itself. No mention is made of pure food acts, conservation policies, or employee representation as means of mitigating adulteration, the waste of natural resources and meeting "the problem of authority." It speaks of "general sabotage" on the part of workers and capitalists but does not warn against the sabotage through interdepartmental or political intrigues which are almost always present in any government run activity.

The chapter on the "Capitalist System as a Cause of War" is the least fortunate. In its rehashing of this conventional and most debatable talking point against capitalism our conviction is increased that the book must be classified as a polemical tract. Still such tracts have their uses. In spite of some half truths this particular one will doubtless do more good than harm and its effect upon the type of readers that it will reach will probably be to hasten the much needed reforms and progressive modifications of the present system.

SAM A. LEWISOHN,

Vice-President, Miami Copper Company.

Creative Selling. By Charles Henry Mackintosh. D. Appleton & Co., New York, 1923. XIV + 183 Pages.

This little book by the former International President of the Associated Advertising Clubs of the World, presents, in four parts, a concise, forceful and highly stimulating discussion of (1) the importance of effective thinking, (2) the basic principles of successful personal salesmanship, (3) the fundamentals of good distribution (mass selling), and (4) effective methods of keeping customers. The object of the book, according to the publishers, is "to organize, simply and clearly, the method that must be employed in developing the quality of mind needed for the worth-while work of our times. (This work is *selling*. But the author in his introduction shows that everybody is engaged in selling something.) It tells one exactly how the powers of clear thinking and convincing expression are developed that spell success."

If one takes these statements of purpose and attainment too seriously he will be grievously disappointed in the book. The little of *method* which is outlined is exceedingly general in nature; it is concerned with *what* rather than *how*. The only approach to telling *exactly how*, is through several concrete illustrations of the way some one or some firm did a particularly good piece of work. Take, for example, the discussion of "Developing Concentration" (pp. 20-21). We quote: "Practice in concentration on worth-while things is the surest road to power (acquiring the faculty of concentration) is simply a matter of profitable work painstakingly applied. We must concentrate upon We must learn to fix our minds upon until nothing can distract us. It is the tendency (to distraction) we must learn to overcome We can overcome it, too, not by resisting it,, but only by renewed application to the object of concentration." Here we have the constant admonition that *we must learn*, but not a hint as to *how* we may learn except, perhaps, by *practice*!

This is true of the entire section on "Effective Thinking." We are urged to better our thinking. We are entertained with an amazingly simple explanation of how the brain is built and how we think, (all in eight pages; Professor Dewey required a volume) and we are told that we must: (1) learn to recognize more of the relations between the concepts already existing in our minds, and (2) increase our stock of concepts (p. 39). But *how*? The only help is contained in the suggestion, "Employ the Senses," which is the paragraph heading of a little sermon on appreciating the beauties of nature, the universe of music, the thousand other worlds found in books, etc.

The remaining sections are progressively more worth while. In his discussion of the principles of salesmanship, the author suggests four ideas which might well displant a large part of the loose writing on the subject which fills our text books. These principles are:

- (1) Make it easy to pay attention.
- (2) Make it easy to understand.
- (3) Make it easy to believe.
- (4) Make it easy to act.

True, very little help is given the individual in the application of these principles, but sales managers and instructors can teach salesmen to employ the strategy and technique which the principles involve. The space given by the author to the development of each principle seems to have been governed by something other than relative importance. "Attention" is given twice the space allotted to any of the other principles.

It is when the author comes to "Mass Selling" and "Keeping Customers" that he is really at home and therefore really effective. Advertising and business letter writing are his fields of real knowledge. Consequently there is more force and power in every paragraph. The principles are clearly developed and the illustrations are forceful. Naturally the author could not

cover the whole problem of Keeping Customers, but the sales correspondent who gets his point of view on writing letters to customers, will surely be able to reduce the mortality of customer accounts. The discussion of Mass Selling contains some helpful hints on aggressive retail selling methods which are applicable to all lines of retail merchandising.

H. G. KENAGY,

Sales Research Department, The Proctor & Gamble Distributing Co.

The Philosophy of Management. By Oliver Sheldon. Prentice-Hall, Inc., New York, 1923. 291 Pages.

This book is an attempt to define the purpose, the lines of growth and the principles governing the practice of management. Management has two sides; the personal and the impersonal. It has devoted too little attention to humanics which is at the root of all managerial achievement; it has failed to maintain a balance between men and things.

Management, as a function of industry, is easily distinguishable from capital and labor. It is no longer tied to Capital since normally it has seldom a substantial interest in the business it directs. It is not attached to Labor since its function is the direction and control of labor. Management in industry is largely the management of men, the labor problem being ethical rather than material. Not what can be withheld by management, not what can be extracted by labor but what labor ought to have is the only attitude which holds out any hope of settlement. Even with high wages the problem of other relationships would still remain. Industry is not a machine, it is a complex form of human association.

Management is the function in industry concerned with the execution of policy. Administration is concerned with its determination, with the co-ordination of policy, finance, production and distribution; while organization is the process of combining the work and the worker with the means. In short, organization is the formation of an effective machine; management, of an effective execution; and, administration, of an effective direction.

Capitalism is steadily receding from active management and with it the motive of profit. Management stands between Capital and Labor, thus ethical considerations become a determining factor in policies. Responsibility is increasingly being thrust on management and it is rapidly becoming a profession. As yet, the science of management has none of the definite features of Medicine or Law; it is chaotic and has no definite text books or principles. Every factory makes its own stumbling experiments in management and often enough endeavors to keep its methods secret.

The form of organization may be distinguished by the principles underlying it. Hence we have functional, departmental, line and staff, and committee forms. The process of organization is concerned with functions, and

only with methods insofar as they involve change in duties. The function to be performed must be decided on before the faculty for performing it is engaged.

Organization gives permanence and development in spite of changes in personnel or method; it engenders concentration, develops personality and fosters combination to secure close and economical working between units.

Management has hitherto been unsatisfactory and unformed but we are now witnessing the stabilization of this new entity. It may breathe into industry a new life. Its attitude, as it develops into a high-grade professional body with its own standards and methods, is the key to the industrial future.

This is a very valuable, and what is quite important, a readable book, one which might be distributed broadcast to the profound and lasting benefit of industry.

J. D. HACKETT,
Consulting Engineer.

Cases and Problems. The University of Chicago Press, Chicago, 1922 and 1923.

The Department of Political Economy of the School of Commerce and Administration of the University of Chicago has developed material by the discussion method. This material is published in a series of business cases and problems discussed by this department of the university.

Some of these cases are rather extensive and frequently range beyond the limits of the interests of classes in special fields.

The first case, that of the Noel Slate and Manufacturing Company, was prepared by L. C. Marshall. The material is presented under four heads:—engineer's report, accountant's report, prospectus and stock subscription form. It illustrates interesting questions in the fields of market administration, accounting, finance and business writing.

The second case, that of the Kansas City Power and Light Company, was prepared by Stuart P. Meech. It is particularly valuable as a means of acquainting students with the procedure and documents involved in financing a going concern through bond issues.

The third case, that of the Walworth Manufacturing Company, was prepared by J. O. McKinsey. The discussion explains the changes in organization and operating methods, which took place during the period of expansion and changes which are contemplated for the future.

The fourth case, that of the Danner-Kraft Dry Goods Company, was prepared by H. G. Moulton. The discussion gives all the data available to the credit analyst in making his decision as to whether a loan should be granted to this company. The data were assembled from various sources such as personnel, trade and financial information.

The fifth case, that of the R. Stephens Company, was prepared by N. W.

Barnes and L. S. Lyon. It discusses the marketing of the Stephens Brake Shoe and represents in detail the experience of a new company in marketing a new product.

The sixth case, that of the Chicago Press Feeders' Wage Arbitration Case, was prepared by Franklyn Meine. It discusses the arbitration activities arising as a result of the wage controversy of February, 1922, among the Chicago press feeders.

The seventh case, was prepared by Franklyn Meine. It discusses the introduction and development of the Works Committee in the Dennison Manufacturing Company.

Industrial Management. By John F. Tinsley, Vice-President and General Manager, Crompton & Knowles Loom Works, Worcester, Mass., 1923.

This little book is a series of addresses by the Vice President and General Manager of the Crompton & Knowles Loom Works, Worcester, Mass.

The first, "Establishing Contact Between Employer and Employee," is an address delivered in Industrial Management Course before the Graduate School of Business Administration, Harvard University.

The second is "Opportunities of Employers in Improving Industrial Relations," an address delivered in the Labor Problems Course, at the Graduate School of Business Administration, Harvard University.

The third is an address on "Opportunities in Industry for the Scientifically Trained Man," delivered before the Senior Class, Holy Cross College, Worcester, Mass.

Primarily, the addresses have to do with the industrial relations problem, on which Mr. Tinsley brings out some clear cut opinions. He points out that the recent coal strike caused a total loss to the general public of \$1,190,000,000.00, and that the loss to working people alone due to strikes in 1918 was upwards of \$700,000,000.00—this figure based on strikes of only 70% of the strikes of that year.

Mr. Tinsley's conclusion is that "probably our country's greatest need today is a common ground of interest, confidence and understanding between employer and employee."

When it comes to solution of this problem, Mr. Tinsley shows little confidence in such things as plant papers, bulletins and pay envelope letters. He recommends the results achieved by Employment Relations Departments and by Foremen's and Employees' Clubs, and by frequent visits of the management to places of their employees' work. He believes in the freedom to visit officials with their complaints. He has little confidence in shop committees and "Collective Bargaining," or in "Industrial Democracy" especially in small organizations. He lays particular emphasis on the foreman as

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the logical agency to bridge the gap between the management and the employee as the representative of the management.

He obviously prefers a savings plan which gives the workman the greatest degree of independence, both in the disposition of his savings, and secondly, as to his own position as a workman. He evidently thinks none too well of stock purchase plans.

He leans toward a contributory system of group insurance as opposed to an outright gift by the company. He does believe in a pension plan, especially for companies which have been long in existence, and who have a considerable number of employees who have been with the company for a considerable length of time.

His attitude toward education in industry is indicated by the following quotation:—

"Of all the various agencies of great practical value established by employers for improving industrial relations, that in which the education of the workman is involved offers the most promising future, especially as this service provides special opportunities to the younger employees."

He also says that these courses "have led to many men receiving promotion through channels that otherwise would be closed to them."

Office Training and Standards. By Frank C. McClelland. A. W. Shaw Company, Chicago, 1919. 283 Pages.

W. H. Leffingwell in his book, "Scientific Office Management," effectively attempted to apply the Taylor principles of scientific management to office work. The author of this book has obtained considerable material from Leffingwell's book and has used it quite freely in this study.

The book aims to point out in an interesting manner the essentials in the routine of the better organized offices. Particular stress is laid upon the purpose of each operation within the office. Definite instructions for performing office tasks are suggested.

The book has been written with the belief that an understanding of the reason behind even the simplest routine duty enables one to take a keener interest in accomplishment.

The discussion applies to the day by day routine of the average office. Typical problems which the author considers are correspondence, stenographic work, filing, department routine, standards and tests.

Being primarily intended for students of office management, each chapter is appended by practical questions covering the material discussed in the chapter. An added feature of interest is the insertion, at quite frequent intervals, of illustrations, comparing old and new methods and suggesting usable forms and standards.

The office executive who is desirous of really getting the most out of the available personnel and equipment at hand will find this book of quite some value in suggesting methods and standards.

Problems in Personnel Management. By Daniel Bloomfield. H. W. Wilson Company, New York, 1923. 557 Pages.

This is the latest book which this company has published in the series of practical handbooks for executives and other interested in management and industrial relations. It is a compilation of practical discussions of principles derived from a study of problems in this broad field by one whose contact with the tasks confronting the industrial engineer permits selection born of wide experience. These discussions are presented from the viewpoint of both employer and employee.

Topics discussed in this book are:

1. The Place of Personnel Work in Modern Management.
2. The Cost of Personnel Work.
3. Job Analysis and Job Specification.
4. Selection and Placement.
5. Testing and Rating Employees.
6. Methods of Promotion.
7. The Sources of Labor Loss.
8. Lateness and Absence.
9. Vacations for Employees.
10. Employees' Service Work.
12. Co-operation in Management.
11. Foremanship Training.

Mr. Bloomfield has used excellent judgment in the selection which he has made. Only the best of the large number of papers, articles and addresses of the past ten years have been included.

The Control of Wages. By Walton Hamilton and Stacy May. George H. Doran Company, New York, 1923. 185 Pages.

The material contained in this book is a discussion of the economic problem of control of wages. The discussion is presented in a simple and interesting fashion, the authors aiming, attempting to be, and succeeding in being, both provocative and amusing.

The authors suggest that there are three general ways in which any rate of wages may be increased:—

1. By an increase in the price of the laborer's services or in his nominal wage.
2. By a reduction in the prices of the goods and services which the laborer buys.
3. By an increase in the workers "free income."

The discussion then proceeds to explain "the functional theory of wages which the authors contribute to the large collection of wage theories. This particular theory has its origin in the question of how real wages are to be raised. It tells in very broad terms the factors upon which the rates of wages rest and indicates in a rough way, the control which can be exercised over each.

The authors admit that there is no formula for a wage increase which will automatically convert itself into a program of action. The value of the discussion presented is in supplying an approach which will enable attacks on the specific problem to be made more intelligently.

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658. **PLANT MANAGEMENT**658.1 **General: Promotion, Finance, Organization**

Increasing Both Wealth and Wages Through Increased Production. *Industrial Management*, September, 1923, pp. 129-133.

This is an editorial survey of the epoch-making and increasingly rapid advance in mechanical science. It shows that increased wealth and wages are being brought about through increased production.

My Way of Getting Executives to Really Manage. By F. Edson White. *System*, September, 1923, pp. 284-286.

The president of Armour and Company believes that "contact" is the biggest word in an executive's dictionary and points out how he is enabled to obtain subordinate executives to really manage.

Some Fundamentals of Management. By Alvan T. Simonds. *Management and Administration*, September, 1923, pp. 297-299.

Among the many requirements that go to make up good management there are some that are so obvious and of such everyday character that they are liable to be taken for granted and overlooked. Yet they are just as essential to successful management as are the larger and more striking requirements. Some of these form the subject-matter of the present article.

Where Old-Time Ideals Prevail. By Fred Emmons. *Management*, September, 1923, pp. 39-44.

Personnel relations in the Hinde and Dauch Paper Company, Sandusky, Ohio, are of the 1630 model and they function as they did 300 years ago. The president of the company describes this activity.

Telling the World Stuff. By Kenneth M. Coolbaugh. *Industrial Management*, September, 1923, pp. 179-181.

There is a time to tell the world the labor policy and there is a time to saw wood and simply practice it. The woodpile usually speaks for itself. It offends no one. In the long run it inspires respect and desire to go and do likewise.

The Lessons of Ten Years. By Irving A. Berndt. *Management*, September, 1923, pp. 50-52.

Crowding opportunities of the past decade have left industrial management a valuable legacy of practical achievement. A major portion of this achievement has been in the humanizing of management.

How Patterson Met the Labor Problem. By Samuel Crowther. *System*, 1923, pp. 287-292.

This is a description of what the founder of the National Cash Register Company did for the workingman and his job.

658.2 **Plant: Location, Material, Design, Lighting, Heating, Ventilation, Power, Equipment**

Good Housekeeping in the Modern Plant. By Sanford DeHart. *Industry Illustrated*, September, 1923, p. 26.

Industrial managers have found that reducing accidents and sickness in the shop is largely a matter of good housekeeping. Good housekeeping also gives a good impression to the applicant for employment.

Bringing Daylight into Your Present Building. By W. T. Spivey. *Factory*, September, 1923, pp. 312-315.

The various forms of roof construction as effecting the lighting of the plant are discussed at quite some length in this article. As poor production may be in part due to poor lighting, improvement is urged.

658.3 Industrial Economics: Labor and Capital, Law of Labor, Wage Theory, Legislation, Immigration, Socialism, Communism, Co-operative Factories, Duration of Work

Some Effects of the Operation of the California Minimum Wage Law. By Louis Bloch. *Monthly Labor Review*, August, 1923, pp. 297-308.

The administration of the minimum wage law points to the following conclusions:

1. The minimum wage law has not tended to become the maximum wage and has resulted in higher earnings by women wage earners and by minors of both sexes.

2. The percentages of women and minors earning more than the prevailing minimum wage rates have been greater in all industries than the percentages whose weekly rates of wages were less than the prevailing minimum wage rates.

3. The minimum wage law has not generally resulted in the imposition of hardships upon women and minors unable to earn the legal minimum because of inexperience, advanced age or physical defects.

4. The minimum wage law has not impeded the progress of California industries.

The Rate of Wages and the Use of Machinery. By H. Gordon Hayes. *The American Economic Review*, September, 1923, pp. 461-465.

It is the thesis of this paper that the position is not sound that an increase in the general rate of wages will make it profitable for entrepreneurs to install machinery that could not have been used profitably at a lower rate, an increase in wages being taken to mean an increase in labor cost.

The Minimum Wage and Efficiency. By Edward A. Filene. *The American Economic Review*, September, 1923, pp. 411-415.

The writer believes that the minimum wage serves as a boon to the employer as well as to the employee in that it aids in maintaining and increasing efficiency.

Wage Regulation and Children's Maintenance in Australia. By Paul H. Douglas. *Quarterly Journal of Economics*, August, 1923, pp. 643-686.

As is well known, wages are more closely regulated by governmental action in Australia than in any other country. The two methods by which minimum wages are set in the six states of the commonwealth are by wages-boards and by arbitration courts. This is a detailed economic study of these two methods.

Labor Sunday Message and a Review of the Year. *Federated Council of the Churches of Christ in America.*

This is a review of labor during the past year. Topics discussed in this review are "Industrial Disputes," "Federal Coal Commission," "Legislation," "Court Decisions," "Unemployment Insurance," "Conferences" and "New Industrial Developments."

Kansas Court of Industrial Relations. By Jonathan M. Davis. *Leighton's Magazine*, March, 1923, pp. 20-22.

The writer, the present governor of Kansas, recommends that this court be abolished. The reasons for his stand are given in the article.

What About the Living Wage? By Robert J. Andersen. *Industrial Management*, September, 1923, pp. 140-143.

Do we know what the living wage is and, knowingly, does the American worker want it? The effect of this catch phrase on the American workman is discussed by the writer.

How Germany Settles Industrial Disputes. By Emil Frankel. *Monthly Labor Review*, September, 1923, pp. 8-17.

The methods which Germany has developed in settling her industrial disputes are discussed in this article.

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658.41 **Employment:** *Department, Supply of Labor, Classification of Employees, Selection, Tests, Maintenance, Transfers, Promotion, Separation, Turnover, Re-employment*

Selecting and Placing Technical Graduates in the Westinghouse Organization. By E. B. Roberts. *Management and Administration*, August, 1923, pp. 207-211.

For over 30 years the Westinghouse organization has recruited the ranks of its executives from among those who entered its organization at the bottom and have shown capacity to rise. That it believes in the graduates of technical schools is proven by the large number of executives in its employ who came to the company from such schools. How this selection and placing is carried out is described in this article.

Negro as Means of Meeting Labor Shortage. *Industry*, June 15, 1923, p. 5.

This is a brief discussion of the negro in industry. Special mention is made of the status and problems of negro labor when introduced into industry.

Trade Tests in Industry. By Morris S. Viteles. *Lefax*, September, 1923, pp. 53-58.

The writer treats of the modern methods of measuring the actual skill of an applicant for a position by the use of trade tests.

The Labour Department. By R. W. Patmore. *Industrial Welfare*, August, 1923, pp. 216-222.

This is a discussion from a British viewpoint of the employment function of the labour department.

Intellectual Workers and the Labor Market. By Vincenzo Castrilli. *International Labour Review*, September, 1923, pp. 361-366.

Intellectual workers, who before the war could usually be sure of finding suitable employment, are now suffering from a reduced demand for their work while the supply continues to expand.

A Worker's Idea of Job-hunting and Holding. By Bill Haley. *Management and Administration*, September, 1923, p. 312.

This is an interesting discussion of a worker's experience in hunting and holding a job.

Experiment in Picking Employees. By Harry A. Wambridge. *American Industries*, September, 1923, pp. 18-20.

Statistics and methods employed in making the selection of the machine operators in a clothing plant are set forth in this article.

658.44 **Employee Service:** *Hygiene and Sanitation, Safety, Health Supervision, Living Conditions, Lunch Rooms, Company Stores, Morals, Recreation*

Medical Service for Moderate Sized Plant. By Sanford De Hart. *The Dodge Idea*, August, 1923, p. 9.

Until recently, complete medical service has been limited to the large manufacturer. The writer points out that health service is just as essential to the moderate or small sized plant as to the large manufacturer.

A Survey of Occupational Anthrax in Germany. *International Labour Review*, August, 1923, pp. 269-278.

An attempt has been made in this article to give a bird's-eye view of the problem of anthrax in Germany based on the very complete information offered by the German Government to the International Labour Office.

Safety Plus—A Minimum Program.

The Survey, August 15, 1923, pp. 531-534.

The minimum program of safety which is discussed includes the following:

1. The payment of adequate wages to workers competent in their respective employments.

2. Assurance of continuity of employment or participation in the soundest plan for unemployment insurance which can be found.

3. The provision of reasonably good

working conditions such as might be acceptable to any unprejudiced, technically well informed committee of inquiry.

Missouri Pacific Hospital Dedicated at St. Louis. *Railway Age*, September 22, 1923, pp. 529-530.

A new railway hospital has been completed and placed at the disposal of the employees of the Missouri Pacific Railroad Company. The features of this structure are described in this article.

658.447 Training and Education: Continuation Schools, Foreman Training, Apprenticeship, Company Libraries, Vestibule Schools, Bulletin Boards, Co-operation with Public Schools and Colleges; Employee Publications, Management Training, Technical Training**The Education and Development of Track Foremen.** *Railway Age*, September 22, 1923, pp. 534-536.

This is the committee report presented at the Roadmasters' Annual Convention in Chicago.

The Institute of Transport's Educational Program. *Railway Age*, September 1, 1923, pp. 395-397.

The Institute of Transport of Great Britain has lately announced its plan for the instruction and examination of future candidates for membership. This article outlines courses of study which are being required.

Vocational Guidance in Brussels. By A. G. Christiaens. *International Labour Review*, September, 1923, pp. 345-359.

The Vocational Guidance Office of Brussels, founded in 1911 is the outcome of the movement for improved technical education and the protection of apprentices and of the realization that the choice of occupation was frequently mistaken through ignoring the child's mental or physical capacity. Children are found employment by the official Employment Exchange.

Vocational Graduates and Their Place in the Trade. By H. P. Fuller. *Industrial Educational Magazine*, September, 1923, p. 72.

A problem in vocational education is to create a proper attitude toward shopwork. A healthy outlook of the trade must be presented to the student if he is to assume the proper position toward the particular industry.

Industrial Americanization That Pays. By Fred H. Rindge, Jr. *Industry Illustrated*, September, 1923, pp. 14-15.

This is a discussion of what can be and is being accomplished by proper Americanization methods among foreign-born industrial workers.

Labor and Capital Join in Movement for Child Instruction. By Major Bradley Martin. *Leighton's Magazine*, May, 1923, pp. 26-27.

The president of the National Kindergarten Association describes its co-operation with extension activities of state and national societies not the least of which is the American Federation of Labor and its state branches.

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Good-Will and How It May be Cultivated. By Franklin Snow. *Railway Age*, August 4, 1923, pp. 215-217.

This is a discussion of good-will and its cultivation by railroad employees. To obtain the maximum effort, intelligent co-operation of every employee is required. Every employee must be a booster.

Vocational Education. By William T. Bawden. *Bulletin No. 28*, 1923, Bureau of Education, Department of the Interior, Washington.

The contents of this bulletin are—"increased popular interest, relation of vocational education to general education, important factors of progress, Federal Board for Vocational Education, the part-time school, business and industry assume a share of responsibility, industrial teachers, scholarships, the literature of vocational education, vocational guidance, validity of Federal aid legislation assailed, vocational education in the Army and Navy, correspondence schools and manual arts instruction."

658.45 **Benefit Systems: Employers' Liability, Workmen's Compensation, Group Insurance, Pensions, Thrift and Investment Plans, Stock Subscription, Mutual Benefit Associations**

Why Workmen's Compensation! By J. F. Kronenberg. *Lefax*, September, 1923, pp. 25-28.

The article briefly and comprehensively surveys the "why" of compensation.

Thrift in Industry. *Industrial Welfare*, August, 1923, pp. 214-216.

Practical methods of encouraging thrift are explained in this article. The first plan discussed provides for reductions from pay on the payroll sheet. The second plan offers employees a saving stamp which is given in exchange for each subscription. The third plan is only suitable for those firms where employees agree to subscribe regularly. The scheme works in complete cycles, each covering a period of 32 weeks. Subscriptions are collected and invested each week in saving certificates.

Leadership—An Opportunity and a Challenge to Industrial Employers. By G. P. Hutchins. *Industrial Management*, August, 1923, pp. 76-77.

The activities of outside agitators challenge the leadership of employers. Relatively few workmen have ever heard the misrepresentations of agitators contradicted and, as a result, the writer of this article urges that industrial leaders make it a part of efficient management to help the workers to think straight.

Fostering the Cooperative Spirit in House Magazines. By George L. Roberts. *The Blue Pencil*, Midsummer Issue, 1923, pp. 4-6.

This article outlines the growth of a so-called successful employees' magazine and the various factors that have been employed to give it a place in the sun where every house magazine can be if the right measures and adequate time are allotted to it. Special emphasis is given to the encouragement of the co-operative spirit of employees toward the magazine.

Life Insurance Savings as Compared With Other Forms of Savings. By S. S. Huebner. *Lefax*, August, 1923, pp. 57-60.

This is a digest of an address delivered before the Life Insurance Sales Congress of Philadelphia describing the relative value of life insurance saving as compared to other forms of saving such as stock, bonds, real estate mortgages and savings banking accounts.

Thrift as a Gage of an Employee's Value. By Alfred C. Fuller. *Factory*, September, 1923, pp. 301-302.

The president of the Fuller Brush Company describes his plan for building up a loyal and responsible organization by the promotion of thrift among all employees.

658.46 Labor Relations: Organized Labor, Strikes, Boycotts, Lockouts, Collective Bargaining, Arbitration, Conciliation, Mediation, Employee Representation

What the Miners' Union Demands. By Samuel D. Warriner. *New York Times*, August 5, 1923.

This article describes, from the operators' viewpoint, the real meaning of the check-off. The check-off is pointed out as a scheme for compulsory union membership under a closed shop agreement whereby the employer collects union dues, assessments and fines out of the pay envelopes of his employees and turns the money over to the union treasury.

Employers' Organizations in the Northern Countries. By H. C. Oersted. *International Labour Review*, September, 1923, pp. 333-344.

The oldest of the central employers' organizations in the northern countries is the Danish Employers' Federation which was founded in 1896. After it in order of foundation are the Norwegian Employers' Federation which dates from 1900; the Swedish Employers' Federation founded in 1902, and the Central Association of Finnish Employers, founded in 1918. In this brief survey of their origin and development, they are dealt with in chronological order.

The Pacific Mills Plan of Employee Representation. *Law and Labor*, September, 1923, pp. 263-264.

On January 9, 1923, the Pacific Mills at Lawrence, Massachusetts, announced the beginning of a new plan of employee representation. The history and form of this plan are given in this article.

Industrial Democracy in the Universal Film Laboratories. By Paul Gurlick. *Leighton's Magazine*, April, 1923, p. 13.

This is a discussion of the Leitch plan of Industrial Democracy which was established at the laboratory of this large film concern and which has proved more successful than the officials hoped for a little over two years ago.

An Example of Arbitration in the San Francisco Newspaper Publishing Industry. By David Weiss. *Monthly Labor Review*, August, 1923, pp. 309-317.

The arbitration proceedings between the San Francisco Typographical Union No. 21 and the San Francisco Newspaper Publishers' Association is the basis of this article.

Piece Work on the Pennsylvania System. *Railway Age*, August 25, 1923, pp. 344-346.

Employee representation methods on the Pennsylvania System have been extended to adjustment of questions concerning piece work. The organization which was set up has been functioning for only a short time but inasmuch as it gives the men an equal voice in the settlement of all questions involved in the application of piece work, it works to the best interests of the management and employees.

Employees' Participation in Management. *Railway Age*, August 25, 1923, pp. 333-334.

This is a special report of a committee of the National Economic League on employee representation. Of five hundred members to whom the question of employee representation was put to a vote, 78 percent of them voted in favor of such plans. This committee estimated that 1,000 concerns are operating under such sort of plans. The complete committee report is given in this article.

Plans for Eliminating Industrial Strife.

By F. C. Henderschott. *Leighton's Magazine*, June, 1923, pp. 32-33.

This article points out the present status in the United States of the various plans and methods introduced during the past twenty years for the purpose of eliminating strife in commerce and industry.

Applied Co-operation. By John H. Leighton. *Leighton's Magazine*, March, 1923, pp. 9-12.

Industries throughout the country are now awakening to the possibilities for good in co-operation. The writer believes that industrial co-operation should be substituted for industrial democracy.

The Case of Co-operation. By F. W. Johnson. *Leighton's Magazine*, June, 1923, pp. 13-14.

Beginning with this issue, the writer tells the story of the Mitten Co-operative Plan in the Philadelphia Rapid Transit Company. In the interview, Mr. Mitten gives his viewpoint of how industrial relations can be amicably carried on.

The "Patterson Plan" of Industrial Conference. By Thomas J. Williams. *Leighton's Magazine*, June, 1923, p. 15.

About the first of June, 1922, a serious situation appeared in the silk industry in Paterson, N. J. How this was handled by an industrial conference is described by the United States Commissioner of Conciliation.

The Leitch Plan of Industrial Democracy. By James H. Dyett. *Leighton's Magazine*, July, 1923, p. 16.

The president of the Hard Manufacturing Company of Buffalo, N. Y., describes the plan of industrial democracy worked out by John Leitch of Philadelphia.

A Possible Remedy for Industrial Unrest. By George Wharton Pepper. *Leighton's Magazine*, September, 1923, pp. 12-13.

Mr. Wharton believes it is at least a pleasant dream to picture an industrial situation in which all those related to the common job share profits and participate in management. He does not attempt to announce a remedy for industrial unrest but rather to reduce the problems to their simplest form and present them as fairly as possible for the American people to pass judgment.

Industrial Council in the Electrical Construction Industry. *Monthly Labor Review*, August, 1923, pp. 302-339.

This history, structure and activities of the industrial council in the electrical construction industry are discussed at quite some length.

Code of Relations Between Management and Employees. By B. A. Franklin. *Industry*, September 1, 1923, pp. 4-5.

This is the seventh in this series. It reads, "Establish a definite policy of promotion from within."

Code of Relations Between Management and Employees. By Albert F. Bigelow. *Industry*, September 8, 1923, pp. 1-2.

This is a discussion of the eighth article in this series which article reads, "Recognize the importance of encouraging such community activities as contribute to the general welfare of industry."

Code of Relations Between Management and Employees. By Howard Coonley. *Industry*, September 15, 1923, p. 1.

The closing article in this series is stated thus: "Recognize the importance of the relations between management and employee by placing the responsibility for their administration in the hands of a competent executive."

Employees' Representation Plan of Kansas City Railways Company. By E. B. Sanders. *Leighton's Magazine*, April, 1923, p. 17.

This plan was adopted in April, 1919. Its activities and success are the basis of this article.

Capital and Labor Co-operation. By John Calder. *Leighton's Magazine*, September, 1923, p. 17.

The manager of industrial relations of Swift and Company suggests employee representation as a means of industrial co-operation. The plan of Swift and Company is suggested as a sample.

658.55 Incentives: Wage Plans, Methods of Payment, Profit Sharing, Pensions, Competitions, Prizes, Suggestion Systems, Vacations

Labor and Capital—Partners. By Frank J. Moss. *Management*, August, 1923, pp. 45-48.

The president of the American Sash and Door Company urges profit-sharing on the basis of what each man has invested in labor or capital, thereby securing full co-operation of the firm's employees. The distribution of profits as carried out by his company are described in this article.

When Workers Watch Waste. By W. W. Wilson. *Management*, August, 1923, pp. 52-56.

By paying a premium for continuous non-stop operation, Bird and Son has practically eliminated waste of material and idle machine time. When an interruption occurs in any process, a whole machine is stopped and a gang of men held idle. Such a break increases the cost very materially. To overcome the tendency to stop, a daily bonus of 75 cents per man in each gang which operates its machine without a stop during the day is offered.

Profit-sharing Plan That Helps Build Quality in the Product. By Roy Dickinson. *Printers' Ink Monthly*, September, 1923, pp. 37-38.

The Stearns and Foster Company links production and sales problems in the minds of its employees. This profit-sharing plan is interesting because it is an American adaptation of the profit-sharing plan successfully used by Lever Brothers of England.

National Cash Register Profit-sharing Plan. By H. W. Karr. *Leighton's Magazine*, August, 1923, p. 17.

Here is a profit-sharing plan that has reduced labor turnover, created closer co-operation, bridged the gulf between capital and labor, built more homes, put heart into work, started savings accounts and promoted prosperity generally.

Getting Suggestions Which Really Cut Costs. By E. H. Trick. *Factory*, July, 1923, pp. 31-33.

The Alamo Iron Works has found the bulletin board method supplemented by so-called "jewel boxes" for the receipt of suggestions the best means of obtaining valuable suggestions from employees.

Vacations With Pay for Factory Workers. By Grace Pugh. *Lefax*, August, 1923, pp. 21-24.

This is a statistical study of vacations and vacation plans for industrial workers. This study was made by the Consumers' League of Eastern Pennsylvania.

Why the Partnership Failed. By Nathan Paine. *Management*, September, 1923, pp. 76-78.

The Paine Lumber Company of Oshkosh, Wisconsin, found its profit-sharing plan that paid dividends on labor as on invested capital unsuccessful after four years' existence.

The Progress Chart and the Bonus Method. By B. A. Franklin. *Management and Administration*, September, 1923, pp. 327-332.

How to get the highest quality and quantity production from workers is discussed in quite some detail.

Employees' Profit Through Increased Productivity. By Robert W. Peden. *Leighton's Magazine*, May, 1923, p. 15.

The Industrial Committee and the new group bonus plan of the Mueller Metals Company of Port Huron, Michigan, are discussed in this article.

Bonus Saves \$105,000 Yearly. By John Scott. *Management*, September, 1923, pp. 45-48.

By putting workers on a group bonus plan, the Olds Motor Works, Lansing, Michigan, obtained an increase in workers' earnings and production.

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Getting Suggestions Which Really Cut Costs. By Edgar H. Trick. *Factory*, July, 1923, pp. 31-33.

There is nothing new or novel in the plan described in this article. It is primarily the description of a plan that is in successful operation.

In establishing the plan, it was realized that not all workers are amenable to suggestions, and that different tactics must be employed to reach different workers.

The plant is one with twelve different departments among which are a foundry, forge shop, machine departments, warehouse and shipping room. Bulletin boards were set up in each of the departments, boxes for receiving suggestions were installed, and a system of monthly premiums for both men and foremen was devised as rewards for the best suggestions.

Bulletin boards present, from time to time, suggestive and inspirational matter designed to maintain interest in the suggestion plan. The boards are also used for considerable material from the employees themselves including any "lost and found" notices. The material is constantly changed and is of a nature likely to insure constant reading.

All suggestions received are considered weekly by a committee of foremen and executives who make recommendations to the vice-president of the company who is the chairman of awards. Money prizes are distributed each month and a considerable measure of success has attended the operation of the plan.

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Vacations for Piece Workers. By Charles Piez. *Management*, August, 1923, pp. 58-62.

The president of the Link Belt Company declares that labor turnover and greater content result from giving vacations to shop employees. The vacation plan of this company has been in existence for ten years. All employees who have been with the company for five years or more are given one week vacation with pay during the months of June, July, August and September.

Cutting Pay-Roll Making Expense in Half. By Orin Crooker. *Factory*, August, 1923, p. 177.

The Elgin Watch Company operates an unusual pay-roll plan through which the expense of pay-roll operations is reduced to approximately half of what any other method would cost. The basis of this system is a series of bearer checks, prepared in the company's printing department. These are issued in denominations that run consecutively from \$1 to \$150.

A Fallacy of Management—That a Piece-Rate Is Not a Moral Contract.

By B. M. Maynard and Johnson Heywood. *Factory*, August, 1923, pp. 182-185.

An indispensable part of a piece-rate plan is to guarantee to the men that no rates will be cut for the period of a year unless a change is made in the method of performing an operation which necessitates a new rate or unless the entire scale of wages is reduced all along the line.

Bonus System for Boiler Room Employees. By Robert June. *The Dodge Idea*, July, 1923, pp. 18-20.

It is the tendency in both large and small plants to use the bonus system for boiler room employees. The term "bonus," this article suggests, may be taken as meaning additional compensation, above a fixed amount, based on net savings effected above a certain minimum, through the personal efforts of the recipient. A method of determining this bonus is also discussed.

Sharing Gains With Employees. By W. L. Churchill. *Management and Administration*, August, 1923, pp. 203-206.

Manufacturers as a class are prone to believe that piece-work is the fairest and most equitable method of wage compensation. The writer believes that the gain-sharing plan of wage payment has decided advantages over the piece-rate plan in that it stimulates production and rewards both employer and employee for the extra effort.

658.8 SALES MANAGEMENT

658.81 Organization of Department

Using "Motion Studies" to Make More Sales in Less Time. By Ralph Barstow. *System*, August, 1923, pp. 167-169.

From his experience, the writer tells of the best way to organize the salesmen's selling time. One thing he suggests is the use of a master list of repeated operations worked out by the salesman himself.

Selling a Public Utility. By E. W. Lloyd. *Management*, September, 1923, pp. 70-74.

The article discusses intensive sales methods used to reach all the possible customers of a public utility in a restricted territory.

When Sales Run Away with Profits. *Sales Management*, September, 1923, pp. 1055-1056.

This is the experience of a large manufacturing corporation whose sales expense was so high as to eat up a great amount of the profits. As salaries or other major expenses could not be cut at the

time, more sales with less minor expenses were promoted.

When Salesmen Play Favorites. By H. Dumont. *Sales Management*, September, 1923, pp. 1101-1102.

This is a plan that insures wide distribution of full line instead of big volume of sales on one item.

How Standard Oil Company of Indiana Got 40,000 New Stockholders. By C. M. Harrison. *Printers' Ink Monthly*, September, 1923, pp. 21-22.

This company found that stock sales to the workers and the public solidified its organization and created business. How this sale was carried on is discussed in this article.

The Square D Plan for Routing Salesmen. *Sales Management*, September, 1922, pp. 1152-1154.

The Square D Company relieves its salesmen of clerical detail to enable them to spend more time with buyers.

658.82 Sales Promotion: Letters, House Organs, Advertising

The Sales Manager Tells How He Would Advertise. By Will G. Milton. *Sales Management*, September, 1923, p. 1080.

If there are any chips on advertising men's shoulders, this sales manager proves that he is out to knock them off. He gives his views on various phases of advertising.

How They Advertised on Limited Cash—and Grew. By Edward M. Woolley. *Sales Management*, September, 1923, pp. 1063-1064.

The experiences of Elliott Nursery, Skinner Irrigation Company, Moore Push Pin Company, Reliance Manufacturing Company and the Narrow Fabric Company furnish startling evidence of the wonderful power produced by small advertising campaigns.

Advertising That Whets Dealer's Interest in Salesman's Story. By Henry Burwen. *Printers' Ink Monthly*, September, 1923, pp. 59-60.

The Briggs-Maroney Company of Boston has found the direct-mail advertising to dealers the most profitable.

How Seng Gets Message to Retail Salesmen. *Sales Management*, August, 1923, pp. 972-973.

The Seng Company of Chicago has brought an unidentified product to the attention of retail salesmen and consumers by an inexpensive plan. One of the more recent plans is a series of tags which are furnished to buyers of furniture stores and furniture departments to be used in pricing pieces of furniture.

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Making the Ads Work for You. By Norman Klein. *Salesology*, September, 1923, pp. 36-37.

Suppose the company's advertising campaign was prepared to appeal to the buying public. The writer works out a selling technique that will utilize the advertising in getting greater distribution and better dealer support in pushing the line.

Race Horse Sales Letters and the Plow Horse Mind. By Maxwell Drake. *Sales Management*, September, 1923, pp. 1065-1066.

In this article the writer shows how sales letters must be written with the slow thinker and the slow reader in mind just as well as for the man with the race horse mind.

658.86 Salesmen: Selection, Training, Compensation

Finding and Training Men for Foreign Selling. By James True. *Printers' Ink Monthly*, September, pp. 41-42.

This is a discussion of the policies of the Standard Oil Company, the Durham-Duplex Razor Company, the Singer Sewing Machine Company and the Tide Water Oil Company in the employment and training of salesmen for foreign selling.

Will Character Analysis Eliminate Turn-over in Sales Force? By Eugene Whitmore. *Sales Management*, September, 1923, pp. 1057-1058.

This is a brief account of experiences of sales managers with characters analysis in the selection of salesmen.

Waking Up the Retail Clerk. By David H. Colcord. *Sales Management*, September, 1923, pp. 1097-1098.

It is a question of what method to take to get salesmen to intelligently sell merchandise. This article reviews several educational programs being carried out by manufacturers and jobbers along this line.

How Burroughs Selects Agency Managers. *Sales Management*, September, 1923, p. 1116.

Boat trip, ball games, demonstrations, playlets and big banquet are features of the convention of Burroughs Adding Machine Company salesmen at which the qualifications of agency managers are demonstrated.

How Michigan Stove Picks Men. By W. J. Hill. *Sales Management*, September, 1923, pp. 1119-1120.

This company has had the experience that former salesmen fail to develop as fast as youngsters recruited from retail stores.

A Sales Contest with a Vigorous Follow-up. By Arthur Lazarus. *Printers' Ink Monthly*, September, 1923, p. 48.

This is a phase of the sales contest among salesmen which was carefully worked out by the sales manager in planning for the current year of the Todd Protectograph Company.

658.89 Salesmanship:

Make the Man Right and the Sales Will Be Right. By F. Happy Day. *Salesology*, September, 1923, p. 20.

The chief thing in selling is the salesman himself. Sales depend on human factors. The man quality must be used to a superlative degree.

Finding Out Why Salesmen Fail. By W. L. Barnhart. *Salesology*, September, 1923, p. 24.

The editor of sales literature of the National Surety Company discusses his belief as to why salesmen fail.

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